

January 6/7, 2004
DC Retreat
Recommendations for Next Steps

- ❑ Model value-centered management by active, public advocacy and example setting behaviors centered on the Center's value of "respect"
 - Director of/Deputy/DC rep meets with next level (Division & Lab chiefs) to dialogue, deliver diversity message (Implement within a prescribed timeframe and report back to DC)
 - Division and lab chiefs (next level) passed down to next level below
 - High level scripting to be provided
 - Briefing during SES Quarterly
 - Annual state-of-union message from Directors may be more useful
- ❑ Translate diversity and respect for differences in ideas into day-to-day operations.
 - Use more peer-to-peer interactions
 - Create Diversity Dialogue for Supervisors only, All Supervisors table talks, etc.
 - Evaluate CPP panel effectiveness
 - Hold more dialogue topic sessions (e.g., Dialogue on SXO, Understanding Islam, etc.)
 - Include DC members in CAIB teams
- ❑ Strategic Planning
 - Tie diversity to Business goals in organization's Strategic Plan
 - Diversity Strategic Plan
 - DC should know what's in it
 - DC should review since it's been 2 years
 - Assure linkage to EO strategic plan
 - EO Council and Diversity Council to hold joint meeting on annual basis
 - Fold Diversity into Center Director's Annual Priorities (3 each year)
 - Incorporate Diversity into Directorates Business Strategy & Goals
 - Address/include generational diversity
- ❑ Collaboration with Directorate Diversity Councils/Advisory Groups
 - Directorate Diversity Councils
 - Status, role and effectiveness of Directorate Diversity Councils need to be evaluated
 - Take census of how many Directorates have diversity groups
 - If Directorates don't have one, do they need to create one?
 - Notion is that diversity groups encourage participation and development of change agents
 - Need to figure out how to invite change agents 'in' to DC and allow them to communicate
 - Utilize Advisory Committees to recruit innovators and change agents
 - Educate constituents about social justice/diversity adoption
 - In turn, they can help educate their Directorate management
 - Need to find similar venue for white males (supervisory DDP?)
- ❑ Performance Measures/metrics

- Establish Clear/specific performance elements, e.g., did you use GOBBS to advertise an opportunity when you had the chance
 - Look at Culture Survey diversity questions and compare Center with each directorate
 - Possibility of TWI Assessment to determine progress on continuum
- Rewards & Recognition
- Provide Award for community involvement (check if agency award exist)
 - Include Diversity as an element of "Outstanding Leadership"
 - Look at awards that reflect diversity as a value. DC needs to be proactive in helping identify folks
 - Implement Excellence in Diversity Award (currently exist)
 - Solicit Employee nominations for awards
 - Build public recognition for advisory groups into system
 - Add diversity requirement for \$\$ awards
- Training and education
- Develop short courses on different aspects of diversity in the workplace
 - facilitated, encouraging dialogue
 - can be made available for branch meetings, brown-bag lunches
 - could encourage supervisors to arrange such sessions by allowing this to be a positive rating factor in their performance plan regarding diversity
 - Develop mentoring/coaching program for supervisors
 - Continue use of 180 degree feedback with hope that supervisors would seek out coaching on own if they receive negative feedback (understand why not working)
 - Institutionalize Code 100 model of coupling supervisor feedback sessions with discussions with employees (meaning that each supervisor would hold a meeting to discuss the results of their supervisory feedback)
 - Increase accountability in 180 feedback by informing second level supervisor of feedback results. Provide coaching for second level supervisors as well.
 - DC (or subunit) to monitor and evaluate diversity components in Center training
 - Look at diversity components (or lack thereof) in new managers/supervisors training
 - Ensure diversity components exist in senior managers training
 - Include diversity component in new employee orientation
 - Establish mandatory diversity training for supervisors/managers